City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Organisational Transformation Corporate Delivery Committee

At: Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

On: Tuesday, 28 February 2023

Time: 2.00 pm

Chair: Councillor Mandy Evans

Membership:
Councillors: P N Bentu, J A Hale, T J Hennegan, S Joy, H Lawson, F D O'Brien and L V Walton

Watch Online: http://bit.ly/3IzF8fA

Agenda

Next Meeting: Tuesday, 28 March 2023 at 2.00 pm

Huw Evans

Huw Evans
Head of Democratic Services
Tuesday, 21 February 2023
Contact: Democratic Services - (01792) 636923

City and County of Swansea

Minutes of the Organisational Transformation Corporate Delivery Committee

Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

Tuesday, 24 January 2023 at 2.00 pm

Present: Councillor V M Evans (Chair) Presided

Councillor(s)	**Councillor(s)**	**Councillor(s)**
P N Bentu	J A Hale	H Lawson
F D O'Brien	L V Walton	

Officer(s)
Nick Huffer   Employment Lawyer
Sarah Lackenby   Head of Digital and Customer Services
Samantha Woon   Democratic Services Officer

Also present:
Councillor A S Lewis   Cabinet Member for Service Transformation.

Apologies for Absence
Councillor(s): S Joy

29   Disclosures of Personal & Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interests were declared.

30   Minutes:

Resolved that the Minutes of the Organisational Transformation Corporate Development Committee held on 20 December 2023 be approved and signed as a correct record.

31   Transformation.

The Head of Digital and Customer Services provided a 'for information' report on the Sustainable Swansea Programme and lessons learned to help inform the development of the new Transformation Plan 2023-2027.

The Sustainable Swansea – Fit for the Future Delivery Programme was approved by Cabinet in July 2014 and was subject to further review and refresh at Cabinet in July

2015. The programme had three objectives to transform services, ensure financial sustainability and improve outcomes for residents.

The programme was introduced to address the financial, demographic and sustainability challenges faced by Swansea Council at that time, focusing on the core future purpose of the Council, the transformation of services and models of delivery, greater collaboration with other councils, local organisations, community groups and residents, sustainability, and prevention. The objectives were aligned with the Council's twelve budget principles, i.e., everything is included, engagement, less money, demonstrating efficiency, cutting red tape, full cost recovery, increased income, different models of delivery, supporting those at risk, the evidence base, sustainable outcomes, and personal responsibilities.

Any work on service changes and budgets across the Council was included in the programme with the aim of harnessing efforts in one direction and avoiding duplication. The programme initially consisted of:

- a strategic framework (core purpose of the council, future council, policy framework and the medium-term financial plan)
- 4 work streams (efficiency, new models of delivery and prevention and stopping service)
- 14 delivery strands
- numerous change projects

The total the programme is estimated to have delivered around £70 million of savings over its lifetime, including £16 million in 2014-15 alone.

Members noted the Projects and Programme Governance, Key Outcomes and Achievements, Lessons Learned, Sustainable Swansea Programme Examples of Engagement Activity, Conclusions, Moving On: Recovery Plan and 2023-2027 Corporate Transformation Plan.

The Head of Digital & Customer Services stated that the development of the Corporate Transformation Plan focuses on delivery of the council's wellbeing objectives, within a very challenging financial outlook. Taking account of the lessons learned from the Sustainable Swansea Programme, development of the following policy areas are being currently considered:

- Effective engagement and co-production (with residents, staff, and other stakeholders) on projects / programmes within the plan.

- Performance management of the corporate transformation plan (including ongoing development and scrutiny).

- Internal and external communication of the plan.

- Development of the workforce's change management capability (e.g., training, use of change management toolkits).

- The need to balance the need for long term transformation outcomes and demonstrable delivery in the short term (including savings).

- The role of digital technology in helping to deliver transformation and how that is resourced.

It was noted that the in terms of digital technology, the digital strategy was currently being consulted upon. A governance board had met before Christmas and significant work was underway.

The discussions focussed on the following:

- Co-production required a balance between allowing residents to be involved whilst identifying those services which would need to remain within the Council's management.
- The report is in its very early stages and does appear to be generic as Departments and Services examine service transformation within their specific areas.
- The effect of the Pandemic in regard to transforming the manner in which the Council responds and delivers services and ensuring that the progress, activity and lessons learned by residents, staff and elected members will continue and be developed upon.
- The need for the development of proactive engagement with young people, disability forums, over 50's groups etc.
- The benefits of joint working with other organisations (e.g. SCVS who have a dedicated Co-production Officer).
- The membership, remit and meeting frequency of the Transformation Delivery Board.

The Head of Digital and stated that she would liaise with the interim Director of Corporate Services regarding frequency of transformation progress reports.

The Chair thanked the Head of Digital and Customer Services and Cabinet Member for Service Transformation, who was also present, for their input.

32   Work Plan.

The Chair presented 'for information' the Organisational Transformation Corporate Delivery Committee Work Plan 2022-23.

It was noted that Co-production would be discussed at the meeting on 28 February, 2023.

Resolved that:

1. Following a request from the Cabinet Member for Equalities and Culture, a Lighting Policy be included on the Work Plan for discussion on 28 March, 2028.
2. Customer Contact Strategy be deferred for consideration in the new Municipal Year.

The meeting ended at 2.22 pm

Chair

**Cyngor Abertawe
Swansea Council**

Report of the Interim Director of Corporate Services

**Organisational Transformation Corporate Delivery Committee
28 February 2023**

Coproduction

Purpose:	To update the Committee on Swansea Council Coproduction and Involvement Project and seek their involvement in the development of a corporate coproduction policy
Policy Framework:	Council's 2022-23 Corporate Plan Corporate Transformation Plan
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that:

1) The Committee considers and shares views on the development of a corporate coproduction policy in terms of:

- member, officer, and citizen need
- integration with emerging regional and national policy and that of partner organisations
- The identification of Swansea Council coproduction stakeholders and how to reach out to individuals from seldom heard from groups

Report Author: Suzy Richards

Finance Officer: Paul Roach

Legal Officer: Debbie Smith

Access to Services Officer: Rhian Millar

1.   Introduction

1.1   Coproduction occurs in public bodies when the people responsible for the design, commissioning, and the provision of public services (i.e., elected members and professionals), and the people who access and receive services (citizens), share power and responsibility, and work together for mutual benefit in equal, reciprocal, and caring relationships. It helps to ensure that services are effective and make a positive difference in people's lives; it helps to enable people to access relevant and meaningful support when they need it; and through coproduction, people, services, and communities become more effective agents of change.

1.2   Coproduction is part of a wider spectrum of interactive activity illustrated in the diagram below, which ranges from coercion/ protection (e.g., public health responses to a pandemic) to coproduction and involvement (e.g., designing care services).

A spectrum of interactions

doing to		doing for			doing with
coercion protection	education persuasion	information	consultation	participation	co-production involvement
e.g. criminal justice, safeguarding	e.g. smoking cessation programmes	e.g. Council website info on bin collections	e.g. surveys, urban planning, FixMyStreet	e.g. drop-in events, focus groups	e.g. person-centred care, shared decision-making

2.   Background

2.1   The Council has been striving to improve its coproduction capacity and capability in recent years and has had some success, particularly in social care. For example, in July 2021 the Council endorsed the Regional Partnership Board's Strategic Framework for Coproduction (Annex 1).

2.2   In our 2022-23 corporate plan the Council committed to continuing to strengthen "consultation, engagement, participation and coproduction with our stakeholders including our staff, citizens of Swansea and our partner organisations, so the Council can make informed decisions that improve the access, quality and delivery of services".

2.3   Against that background, in 2022 with funding from the Economic Recovery Fund, the Council procured external support, from Coproduction Lab Wales, to work with us over a 12-month period to build on the work and learning relating to co-productive approaches employed throughout the pandemic and to build further internal capacity and capability.

2.4   The project began in October 2022 with the first phase focusing on assessing the Council's existing coproduction capability and experience,

through the use of a survey and collection of examples of practice. In addition, stakeholder mapping and the recruitment and initial training of nearly 40 Coproduction Champions from across services has taken place along with initial engagement with the Council's senior leadership.

3. Current Position

3.1 The learning phase of the project will continue until mid-March and an insight report is expected by the end of March 2023. Work to date has already identified some good practice (e.g., Local Area Coordinators) as well as areas for improvement, including the need for a corporate coproduction and involvement policy.

3.2 The project will lead the development of a draft corporate policy, which will identify when and how coproduction and involvement should be used in the context of wider interactive activity. The policy will also help elected members and officers to determine the most effective ways to coproduce projects ensuring a diversity of people with an interest in the matter are involved.

3.3 The policy which will help to embed a culture of coproduction across the organisation, will include good practice examples and a stakeholder map to facilitate the sharing of good practice. It will also be supported by practical resources which will also be developed in the next phase of the project, including:

- A toolkit of resources to assist officers and members in supporting citizens to coproduce services
- The development of a webpage where staff and officers can access practical coproduction resources
- Developing a role description for Coproduction Champions and virtual Champions network
- Training, including for Coproduction Champions, to help ensure we have relevant coproduction expertise within all our services

3.4 Over the coming months Coproduction Lab Wales will also provide advice and support on live projects / issues (yet to be identified) that would benefit from a co-productive approach.

4. Areas for consideration

4.1 The insight and experience of elected members, due to their close and unique relationship with ward constituents is particularly pertinent in taking forward the development of a coproduction policy.

4.2 The following areas require further consideration to inform the development of a draft policy:

- Where coproduction 'is' and 'is not' an appropriate interactive activity and the difference between coproduction and involvement

- The biggest barriers to coproduction and how they can be overcome

- How coproduction complements representative democracy

- The identification of Swansea Council coproduction stakeholders (see map at Annex 2) and how to reach out to individuals from seldom heard from groups

- Links with the Regional Partnership Board Regional Coproduction Framework and Charter (Annex 1)

5   Equality and Engagement Implications

5.1   The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

5.2   The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

5.3   Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

5.4   An IIA Screening Form has been completed with the agreed outcome that there are no negative impacts, in fact the development of a Coproduction framework highlights potential positive impacts; that services to people

with protected characteristics may increase; that the proposals are compatible with corporate priorities and WFG Act obligations. Therefore, a full IIA report is not required

5.5 A Swansea Council Coproduction Policy once developed will have positive impacts on all protected characteristics and groups as it will extend the ability of all individuals representing the diversity of our community to feed into the development of services that impact them or in which they have an interest. This will then help to improve services for everybody using them in future.

A Swansea Council Coproduction Policy is at the earliest stage of development informed by work undertaken on the Swansea Council Coproduction and Involvement Project by Co Pro Lab Wales. To date this includes initial engagement with officers and staff and partners. As the scope and issues to be covered in the policy are defined, formal involvement with all stakeholders and the wider community will take place.

This Policy advances the Well-being of Future Generations vision for involvement in public services and ensures we involve people that reflect the diversity of our community in matters that impact them.

The cumulative impact of this proposal will be positive on people and communities. It will enable more people from all backgrounds to get involved with coproducing Council services where appropriate.

6. Financial Implications

6.1 There are no financial implications associated with this report.

7. Legal Implications

7.1 There are no legal implications associated with this report.

Background Papers:

Annex 1 Regional Partnership Board's Strategic Framework for Coproduction

Annex 2 Stakeholder Mapping

Appendices:

Appendix A Integrated Impact Assessment Screening

West Glamorgan

Regional Co-production Framework

Region: West Glamorgan Regional Partnership
☎ 01792 633 805
✉ west.glamorgan@swansea.gov.uk

Version Number: 1.0	Date Valid From: 20/01/2021	Approved by: Recovery Board

Introduction

The West Glamorgan Regional Partnership is a strategic mechanism for co-ordinating a collection of programmes, projects and workstreams that partners (the Health Board, Local Authorities, Third Sector and others) have identified as common priorities for health and social care transformation. Delivery of a complex portfolio of work requires consistent instructions and guidance for those involved in the delivery of change, to establish **how** things should be done.
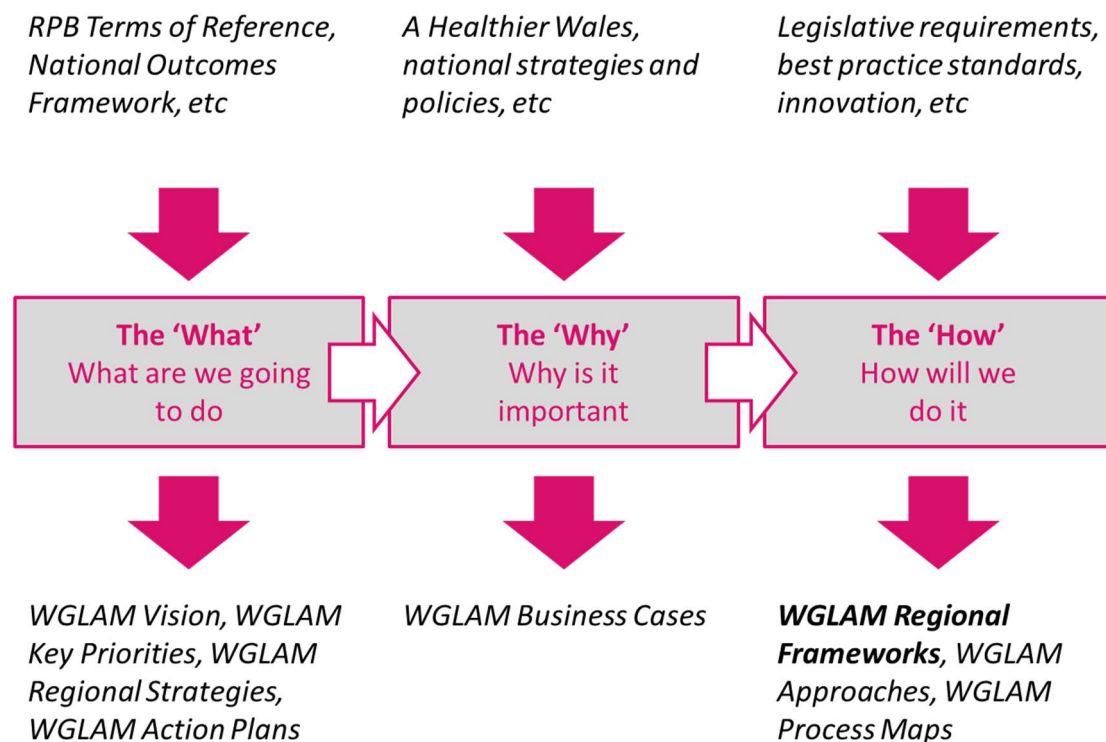
RPB Terms of Reference, National Outcomes Framework, etc

A Healthier Wales, national strategies and policies, etc

Legislative requirements, best practice standards, innovation, etc

The 'What'
What are we going to do

The 'Why'
Why is it important

The 'How'
How will we do it

WGLAM Vision, WGLAM Key Priorities, WGLAM Regional Strategies, WGLAM Action Plans

WGLAM Business Cases

WGLAM Regional Frameworks, WGLAM Approaches, WGLAM Process Maps

Fig. 1 – The What, Why and How of regional partnership working

This regional framework has been created by the regional Co-production Group, which includes representatives of all partner organisations as well as people and carers representatives. It will inform how co-production will be embedded across the partnership including how the voice of our people will form the core of transformation activities in health and social care.

Please note that additional materials are **highlighted** throughout this document, some of which may be under development at this time.

2

Contents

Section 1 – Context

Background

The idea of co-production originated in the 1970s from studies of the relationships between police officers who walked their beats on foot to those who patrolled in vehicles. The study by the Indiana University discovered that crime rates improved when police officers developed relationships with local communities and those people played a crucial role in providing a voice to preventing and solving crimes.

The concept became applied wider including health and social care environments. It became more widespread during the early 21st Century especially in relation to disability and mental health movements; it is now a fundamental aspect of health and social care transformation.
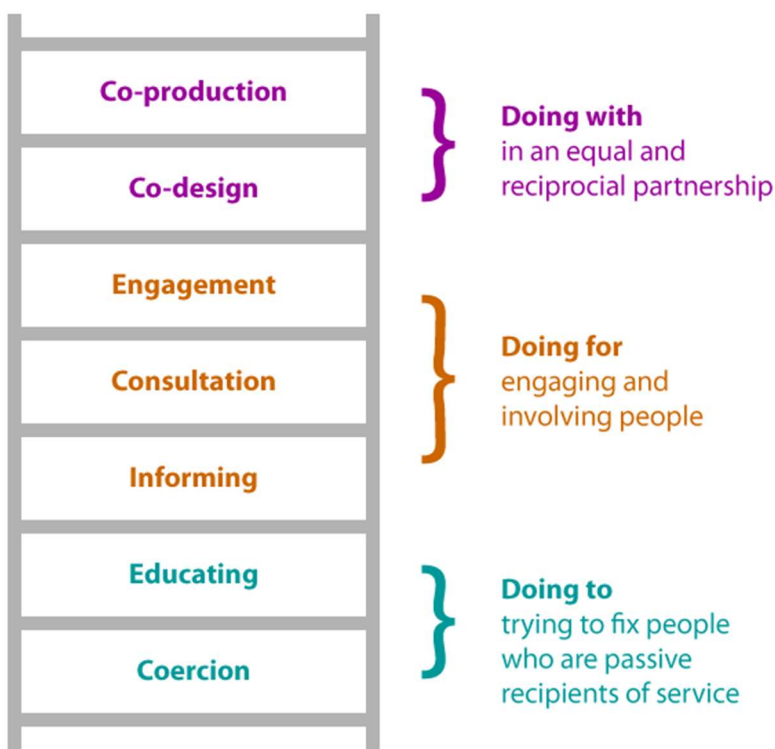
The idea evolved with the development of the **Ladder of Citizen Participation** concept, which was originally developed by Sherry Arnstein in 1969. It mapped the levels of participation by people in the decisions and design of services. In recent times, this has been adapted to demonstrate the Ladder of Co-production and show how the more involved people are in these important activities and decisions, the more can be achieved.

Fig.2 – The Ladder of Co-production

Co-production is one of the main principles of the [Social Services and Well-being (Wales) Act 2014](). Section 162 of the Act requires local authorities to make arrangements **to promote co-operation in relation to the exercise of all their functions relating to people with needs for care and support**. The Act prioritises engagement with people, ensuring voice and control for people who need care and support, and carers who need support. More information on the Act is available [here]().

The West Glamorgan Regional Partnership – and prior to April 2019, the Western Bay Regional Partnership – has always placed a great deal of importance in the principle of co-production. The regional transformation of health and social care could not be successful without the involvement of people who share their insights, stories and experience in the design of services and implementation of the transformation work.

This regional framework provides all partner organisations, stakeholders and representatives – including children and young people[1], individuals and carers – with the structures and approach to embedding co-production in all we do across the regional partnership.

Definitions

Co-production is **an asset-based approach to public services** that enables people *providing* and people *receiving* services to share power and responsibility, and to work together in equal, reciprocal and caring relationships. It creates opportunities for people to access support when they need it, and to contribute to social change.

Co-production is underpinned by five principles:

1. **Value all participants and build on their strengths.**
2. **Develop networks of mutual support.**
3. **Do what matters for all the people involved.**
4. **Build relationships of trust; share power and responsibility.**

---

[1] This will involve adopting a Children's Rights Approach, which is a practical framework for children, grounded in the UNCRC [United Nations Convention in the Rights of the Child].

5

5. People can be change makers, and organisations enable this.

Here are some other important definitions relating to co-production:

- **People** – this term broadly refers to any member of the population, regardless of age, gender or any other characteristic. In our context, it mostly relates to people who use health and social care services (i.e. Service Users) but it is not limited to this distinction.
  Note: *The term "citizen" is sometimes used but this term can be limited to people who actually live in an area; this can miss out key groups of people such as asylum seekers, who are also using these services.*

- **Service User** – some people will use particular services depending on their needs (for example, someone with mental health conditions may use certain mental health support services). These people bring specific "lived experience" to the transformation of these services through co-production.

- **Carer** – there are both paid carers (people employed to provide care and support) and unpaid carers (people who provide care and support outside of a profession e.g. for family members). We generally refer to unpaid carers, who are often representing the needs of the person they care for as well as their own needs (they also can access services to support their own health and wellbeing).

- **Professional** – this is a generic and very broad term for people employed to work in health and social care settings and organisations. It includes members of the third sector and other paid employees.

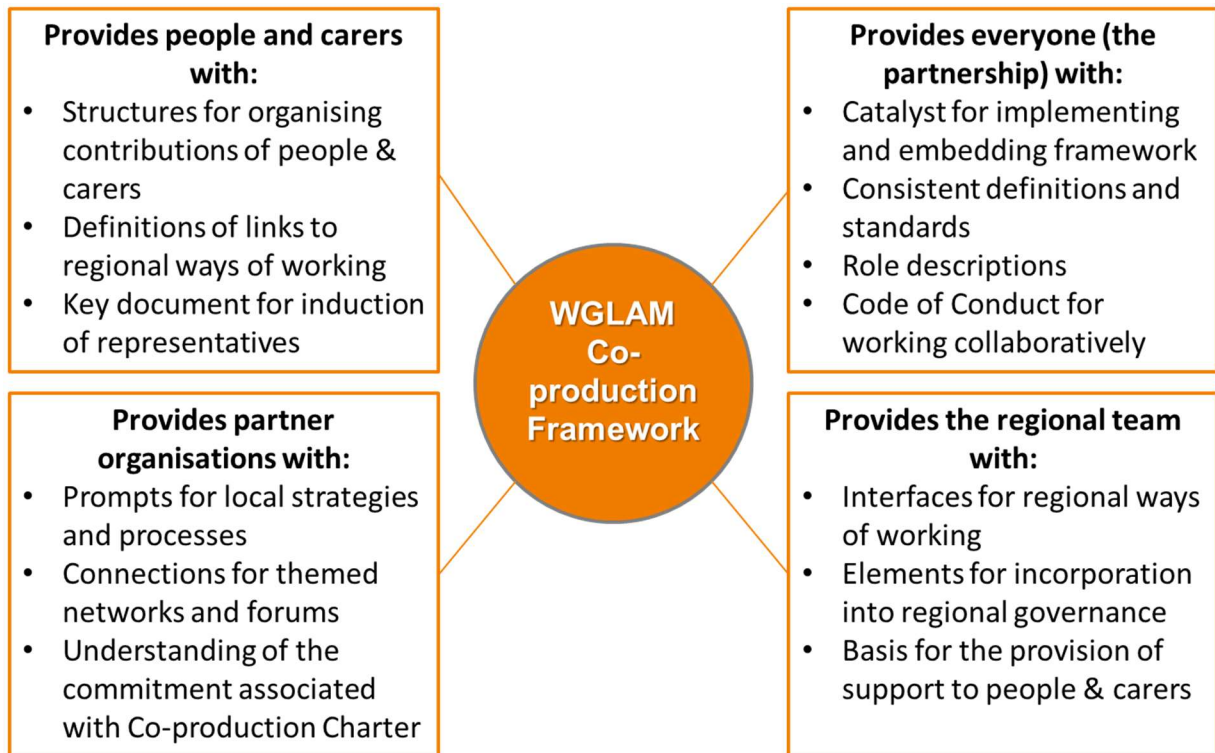A glossary of the terms referenced in this document is at Appendix B.

Alignment to Regional Partnership

Embedding co-production across the regional partnership will require integration across our partners including the regional Health Board and Local Authorities. We want to enable all people (individuals and organisations) to follow the same path in how they approach working in a co-productive manner.

The vision, aims and priorities of the partnership is defined in our **West Glamorgan Regional Partnership Area Plan 2019-2023** document. For further information please go to www.westglamorgan.org.uk .

As the work of the partnership focuses so much on the services, products and themes that are relevant to the people and carers of West Glamorgan, it is important their voice is heard when we are developing these things.

This framework is one of a number of similar guidance documents which explains how an important function of the partnership works. It will describe how we make co-production work in the context of the regional partnership. Each framework provides details about "how" we approach an aspect of our regional transformation; there are also a number of strategy documents that provide details about the "what" in terms of our vision, values, outcomes and objectives under a specific theme such as Carers, Digital, Housing, etc.

Provides people and carers with:
- Structures for organising contributions of people & carers
- Definitions of links to regional ways of working
- Key document for induction of representatives

Provides everyone (the partnership) with:
- Catalyst for implementing and embedding framework
- Consistent definitions and standards
- Role descriptions
- Code of Conduct for working collaboratively

WGLAM Co-production Framework

Provides partner organisations with:
- Prompts for local strategies and processes
- Connections for themed networks and forums
- Understanding of the commitment associated with Co-production Charter

Provides the regional team with:
- Interfaces for regional ways of working
- Elements for incorporation into regional governance
- Basis for the provision of support to people & carers

Fig. 3 – Benefits of Regional Co-production Framework

8

Section 2 – Principles

Challenges

Communicate expectations – when we have designed services in the past, it has been important to understand the expectations of the service from the people who use it. There are currently gaps in our approach involving communicating and working with people and carers.

Increase citizen representation – The regional partnership is extensive and complex in the scope of change it has to deliver. To do so effectively and consistently, we need representation of people and carers in the appropriate areas and at the right levels of the regional governance structure (where citizens are considered as equal partners).

Embed in partner organisations – partnership working involves organisations from health and social care with existing ways of working. Their unique approaches have to align so as to work collaboratively if we are to embed co-production at a regional level.

Driven by cultural change – to achieve this ambition to embed co-production across all partners, we know there are elements of cultural change that need to be owned and driven by the regional partners themselves. This would make co-production an ethos that is inherent in everything we all do.

When to use co-production – given the scope and complexity of the regional partnership, it can be important to decide on when *and* when not to use co-productive techniques. Too much application of these techniques can stretch resources, extend delivery timescales, increase costs and potentially complicate regional issues.

Representation is not co-production – there is an inconsistent understanding in the difference between representation and co-production, which means that sometimes the wrong approach is used.

Opportunities

Better outcomes for people – co-production benefits our population in terms of delivering better outcomes. With the 'voice' of people and carers informing the development of our services, the results can include improvements in measurable outcomes and benefits for service users.

More effective professional roles – a consistent framework for co-production will benefit professionals by helping them to be more effective in their roles and deliver better job satisfaction.

Higher profile of people – a big part of this change is raising the importance of the 'voice' of people and changing governance arrangements to provide a higher profile of our people and carers.

Better quality services –organisations who provide services to the people of our region can benefit from more efficient and effective services, as a result of co-production in service design and service development. This is driven by a greater understanding of the roles of people and carers in helping to make health and social care services better.

Raising the profile of co-production – having operated without a framework to this point, we have an opportunity to use this document as a way of raising awareness and promotion of co-production. This can help us to sell the benefits of co-production in a regional model as well as selling the positive outcomes it can provide.

Lessons

Below are some examples of lessons learned about co-production which inform our regional framework:

- **Co-production Concept** – there are lots of great examples and case studies about how to do co-production well. The Co-production Network for Wales [see here] has great resources and information about the concept and application of co-production principles including the 'Seeing is Believing' Report.

- ✿ **Co-production in Local Authorities** – the Local Government Association [see here] provides some advice and guidance on co-production that is specific to local authorities.
- ✿ **Co-production in Health** – The 1000 Lives report [see here] sets out why co-producing services is important for achieving the right health outcomes and the steps in co-producing health services.
- ✿ **Co-production in Third Sector** - Care Council for Wales [see here] highlight the important role of social enterprises, co-operatives, user-led services and third sector organisations in co-production.
- ✿ **Co-production and commissioning** – embedding co-production in how we plan and commission services for people and carers is explored further by the Care Council for Wales [see here].
- ✿ **Co-production and evaluation** – taking a co-productive approach to evaluation activities (e.g. when a project has been completed, evaluating how successful it has been in terms of delivering outcomes) is a gap in our current regional governance**.**
- ✿ **Co-production with Children and Young People –** taking additional action that will support children and young people to get involved in co-production safely and effectively, in line with strategic direction provided by the Children's Commissioner for Wales.

There are a number of important theories, models and principles that apply to our understanding and application of co-production including:

Strength-based Asset Development – this is a generic term for an approach that puts our strengths at the centre of our efforts to make change happen. In the context of this framework, this relates to building on the strengths of our region and its communities, as well as the individual strengths, knowledge and experience of people (both volunteers and professionals).

PANEL Principles – A human-rights based approach that focuses on the following principles as people's human rights adopted as the core of our practices and policies:

Participation	Everyone has the right to participate in decisions which affect their lives. Participation must be active, free, meaningful and give attention to issues of accessibility, including access to information in a form and a language which can be understood.
Accountability	Everyone with a duty to protect rights is held accountable; this requires effective monitoring & remedies. For accountability to be effective, there must be appropriate laws, policies, institutions, administrative procedures and mechanisms of redress in order to secure human rights.
Non-discrimination	All forms of discrimination in the realisation of rights must be prohibited, prevented & eliminated.
Empowerment	Everyone should know their rights and be supported to participate in decision making, and to claim their rights where necessary.
Legality	Public authorities should expressly apply the Human Rights Act and make linkages with international & regional human rights standards.

Following on from the COVID-19 pandemic and the impacts this had on our region in 2020, the following important lessons were also identified which relate to co-production in general:

- Communities play an important role in our health and wellbeing, as demonstrated during the pandemic when community volunteers stepped up to provide vital support to the most vulnerable members of our communities – this suggests that communities will be vital in stabilising our region after the pandemic;
- Communications is a continuing theme when considering the lessons learned during the pandemic, in terms of the importance of clear and consistent messages that are easily accessible, understandable and meaningful to people and organisations;

- Digital technologies have played an important role in the pandemic response and helped people to stay in touch but it has also highlighted issues that exist that prevent people from using digital means to interact with services;
- What happens in the longer term after the COVID-19 pandemic remains uncertain but this presents an opportunity to consider what new ideas, models and ways of working we want to embed in the "new normal" based on our experiences during the pandemic.

Outcomes

When you consider the challenges, opportunities and lessons highlighted above, we can start to identify the outcomes that we wish to see delivered by our regional co-production efforts:

<table>
<tr><td colspan="3" align="center">Outcomes</td></tr>
<tr><td>Title</td><td>Description</td><td>Measures</td></tr>
<tr>
<td>Evidence of co-production principles embedded at strategic decision-making</td>
<td>We are constantly and consistently providing evidence about co-production works within the RPB and in support of strategic-levels of decision-making. This evidence may include demonstrations of how key decisions are made with input from all parties.</td>
<td>Evaluation of strategic decisions with evidence of co-production principles being applied.</td>
</tr>
<tr>
<td>Increased numbers of service users involved in regional co-production</td>
<td>There are more people and carers undertaking Representative roles within the West Glamorgan Regional Partnership. Each Representative has undergone the right induction and training to support them to be effective Representatives.</td>
<td>Numbers of Representatives mapped against roles in the West Glamorgan governance structure.</td>
</tr>
</table>

Outcomes		
Title	**Description**	**Measures**
All regional partners committed to embedding co-production principles	Each partner organisation represented on the Regional Partnership Board has signed up to the WGLAM Co-production Charter and agreed to implement the changes necessary to ensure that co-production principles are embedded throughout their organisation.	Formal signatures from organisation leaders to the co-produced WGLAM Co-production Charter.
Increased number of 'lived experience' case studies used to inform co-production	With more people and carers engaged with the transformation journey in West Glamorgan, there will be an increase in the number of real life experiences identified and used as part of co-production and co-design activities.	Numbers of documented case studies from West Glamorgan citizens and carers.

Using outcomes as an indicator for how successful we are in embedding co-production principles across the region helps us to provide evidence of what is being done differently and the positive impact this has on our people and carers. Many of these outcomes are intrinsically linked to the wider work of the regional partnership and specific activities with the transformation programmes. Our main aim – to embed co-production principles in all that we do – can be evidenced by how successful the partnership can be if co-production is used effectively and consistently.

Principles

Based on the challenges, opportunities and lessons we identified above, we have created the following principles for our co-production framework.

Principles

Title	Description
Confidential	We have the right processes and safeguarding in place to protect and support people and carers in making their contributions to our regional co-production activities.
Equality	We have a co-production system that places equal representation on people, carers and partner organisations, building proactive relationships between everyone, where all contributions are valued.
Equity	We have greater use of power and the resources available to support co-production that balances people, carers and partner organisations.
Evidenced	We empower people and carers to use their stories and lived experiences to make a valuable contribution at the core of regional transformation.
Inclusive	We take action that makes people and carers feel respected and valued as part of the partnership; this includes additional measures to make it easier for them to make contributions.
Rights Driven	We focus our agendas, actions and strategies on the rights of people and carers, placing the voice of our population at the centre of our transformation programmes. Respecting their rights enables us to meet their needs more effectively.
Visible	We communicate regularly, clearly and inclusively on the decisions and actions of the regional partnership, using regional tools and forums to promote our co-production activities.

Section 3 – Approaches

Strategic Approach

Regional Co-production in Governance Model

In West Glamorgan, we want our people and carers to be supported in the way in which they contribute to our partnership. This strategic approach puts in place the structures and processes to enable that to happen effectively.

The diagram illustrates how people and carers are represented through the governance model of the Regional Partnership:
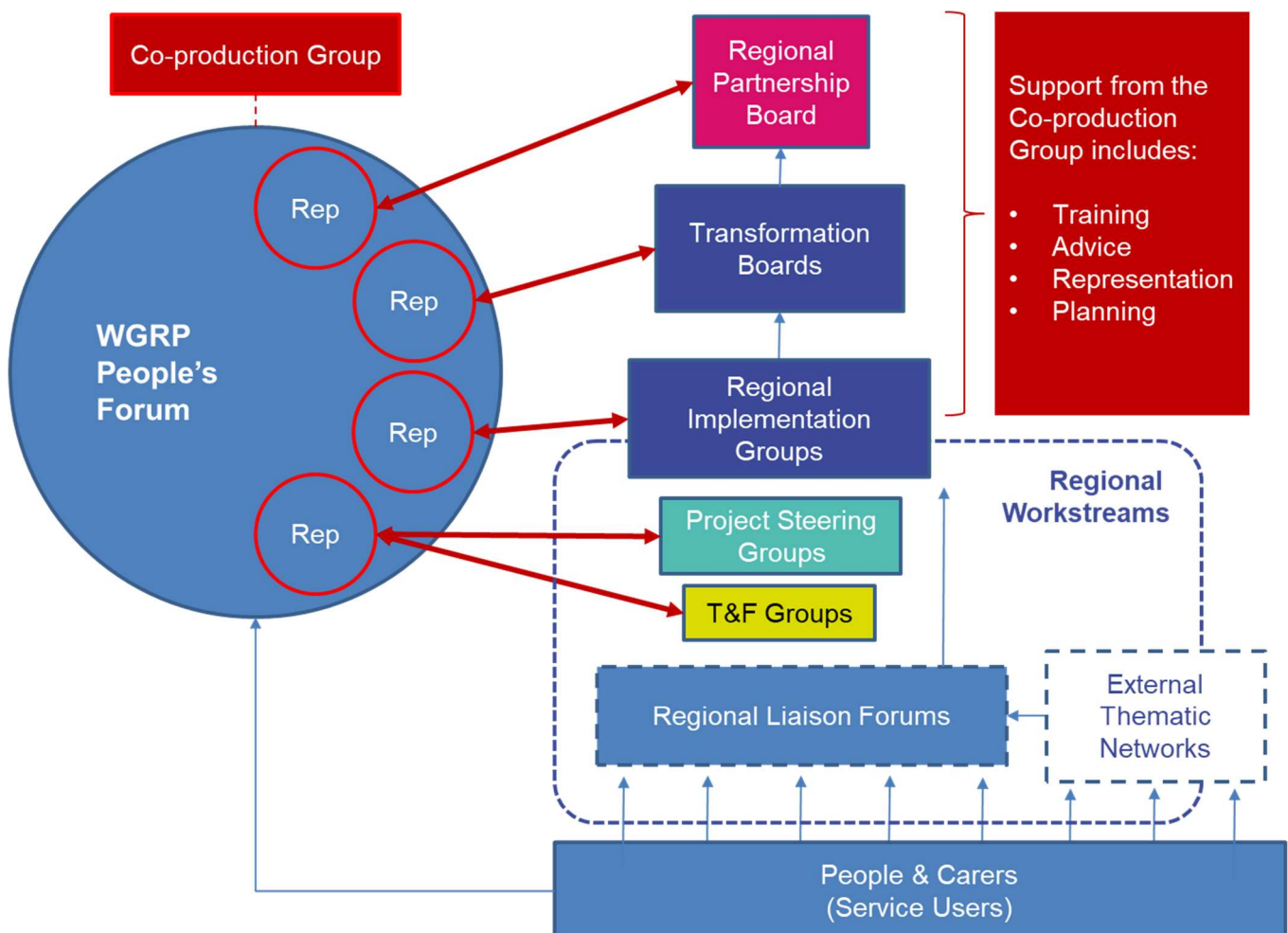

Fig. 4 – WGRP Representatives Governance Model

16

A few brief points to note about this model:

- **People and carers** (which may also be referred to as service users or patients in relation to health services) can cover the whole population of the West Glamorgan region, which can be focused onto local areas or communities.
- In relation to key themes across health and social care (for example, carers) we want to bring together a diverse range of people and carers across our regional population with a shared interest in this theme through our **Regional Liaison Forums**. These forums are specific to those themes (not all themes will require a forum to be established) and may include links to other related networks based on that theme (for example, the Swansea Parent Carers Forum).
- Through the Regional Liaison Forums, we identify people and carers who have a specific interest in supporting an element of our transformation portfolio. Following the example with carers, we may identify carers who can undertake the role of **Representative**.
- Some Representatives will be involved in short term initiatives, such as **Task and Finish [T&F] Groups** or **Project Steering Groups**. This will require a limited involvement from people and carers over a short period of time, where specific experience or knowledge may be beneficial. Once the T&F Group or project is complete, individuals do not need to continue their Representative role.
- Some Representatives will be involved in roles that align with the West Glamorgan Regional Partnership governance. This will be as members of the **Regional Sub Groups** (e.g. Carers Partnership Board), **Transformation Boards** (e.g. Integrated Transformation Board) or the **Regional Partnership Board**. Within the Terms of Reference for each of these groups, the role of these representatives (what they will be expected to do) is made clearer. These individuals may be expected to perform this role over a longer period of time for consistency.
- All of these Representatives come together on a regular basis through the **People's Forum** which is an opportunity for sharing knowledge, experience and progress updates on the work across the partnership.
- Supporting this whole process – including individuals in the role of Representatives and the People's Forum as a community group – is the **Co-production Group**. They are responsible for driving the actions to embed co-production across the partnership.

17

Applying Co-production Principles

While the diagram above shows how the principles of co-production can be embedded throughout the partnership, the application of these principles will depend upon specific situations. Co-production is not a "one size fits all" methodology and therefore it is important that this framework the different ways to apply co-production depending on the scenario.
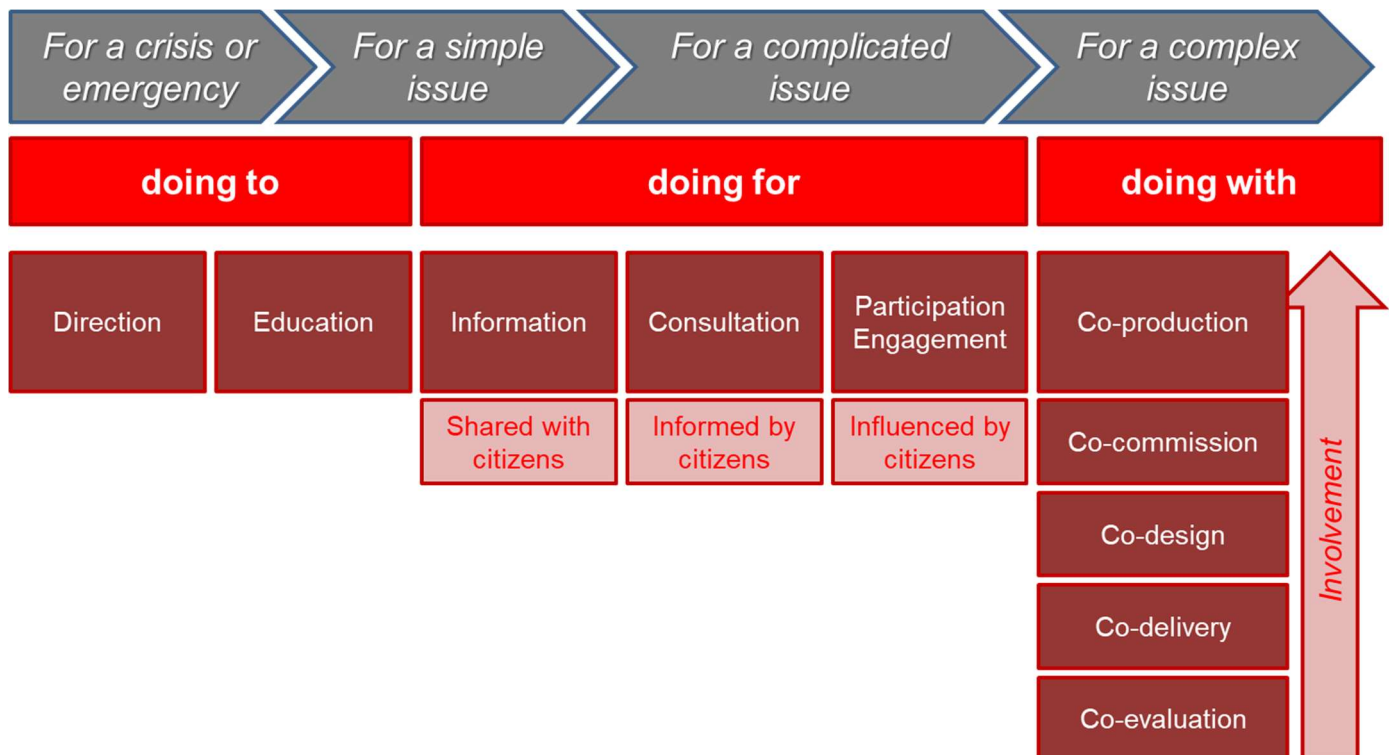

Fig. 5 – Application of Co-production Model

This shows how different scenarios can inform how we undertake co-production activities. Depending on the scenario, it may be more appropriate to take an approach that is more at one end of this scale than the other. This has been particularly relevant through the COVID-19 pandemic, which has informed this approach.

There are case studies to support each of these scenarios and the table below illustrates some of these potential scenarios:

Scenario	Application of Co-production
The COVID-19 pandemic has identified a major issue with a health board process for patients. The process needs to change urgently to ease the pressure on hospital resources. The changes are expected to be temporary to deal with the pandemic.	**Doing to** *A time-bound activity by the health board to change its process is to be completed as a matter of urgency. Where there is no scope to improve services in the long term, patients are informed of the changes once they have been approved and implemented.*
A change in legislation is enforcing local authorities to make amendments to an existing form that makes it compliant with the legislation. There is no scope to challenge the changes but there is no substantial impact on people and carers apart from capturing the information. A deadline by which the changes must be completed is enforced.	**Doing for** *Representatives of people and carers are made aware of the changes in legislation and the impact on the form. The amended form is shared with citizens and carers through the right forums and channels. Where the change may have wider impacts (such as easy read versions of the form guidance) citizens are consulted in the changes to the guidance. Progress of the project is reported regularly through the Peoples Forum.*
A new regional service which combines health and social care processes is being developed as part of a new five-year strategy. The service is based on a new mandate from Welsh Government and is intended to support communities in meeting local needs of citizens.	**Doing with** *Principles of collaboration are embedded in the project from the beginning. The new service is co-designed within partner organisations and representatives of citizens and carers. Parts of the service which are outsourced undergo a suitable co-commissioning approach to find a delivery partner. Representatives sit on Task & Finish Groups to develop key outputs such as guidance documents for the public. Insight on the products is also sought from wider communities through surveys and workshops.*

The key to our strategic approach is **working collaboratively** to determine the most appropriate response to applying co-production principles in difference scenarios.

Representative Role

This role is an important part of how the regional partnership works, as it allows people and carers to have an equal level of responsibility in the co-production of services, activities and regional transformation programmes and projects. A more detailed breakdown of this role can be found in the **WGLAM People's Representative Role Description**.

I am a Citizens/Carers Representative, I am:
- *Able to contribute to regional initiatives and activities;*
- *A representative of a wider group of citizens/carers;*
- *An equal of my professional counterparts;*
- *Listened to, respected and fairly treated by others;*
- *Aware of my duties and the importance of my voice in shaping the future direction of the regional partnership.*

Fig. 6 – The Role of the Representative

This approach of using people and carers to "represent" the wider views of the population needs a large, diverse group of representatives to cover all of the work of the regional partnership. The Co-production Group will help the identification, appointment, training and support of Representatives by:

- **Recruitment** – to identify potential Representatives through various channels of engagement with people and carers, including through partner organisations. This includes a simple process for speaking with members of the wider population, to help them to understand the role.

- **Induction** – to provide all new Representatives with the **WGLAM Co-production Induction Pack** to provide an overview of the regional partnership, the organisations involved, our approach to co-production

20

and the key elements of the transformation portfolio. This framework document is an important part of that Induction Pack.

- **Skills Audit** – to help Representatives to understand what skills, knowledge and experiences that can bring to the regional partnership through a simple, informal review. This helps us to find the right match in terms of what role they can play within the regional partnership. It also helps to understand what skills our Representatives wish to improve further for their own personal development.

- **Training** – to provide training (both formal classroom-based training and informal knowledge sharing opportunities) to support our Representatives and help them to develop their skills.

- **Engagement** – to make sure that there is regular communications and engagement with Representatives, both in the specifics of their assigned role and as part of the Co-production Group community. This will be informed by the **WGLAM Co-production Communication Strategy** which highlights the approaches and channels available to make this happen (e.g. the 'People working with the West Glamorgan Regional Partnership' Facebook Group).

People's Forum

The regional partnership consists of a large, complex portfolio of programmes and projects, with different types of initiatives, various governing boards/groups and lots of roles for Representatives.
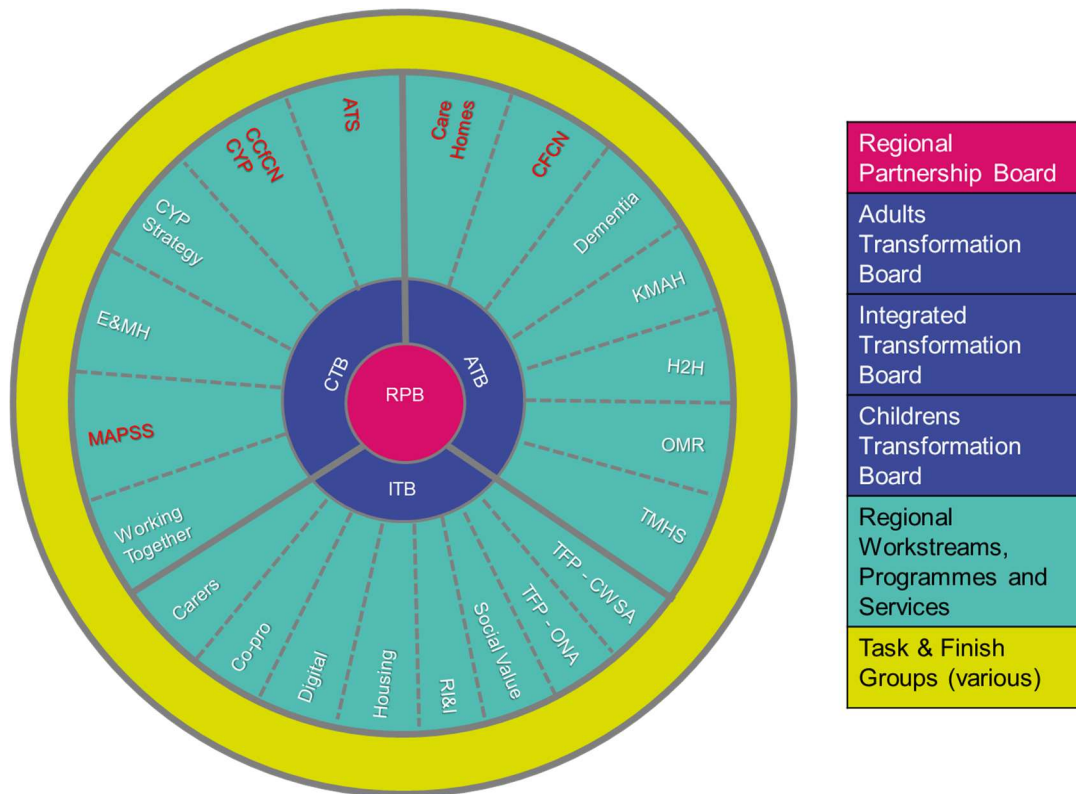
21

Fig. 7 – Simple overview of WGRP structure (subject to change)

Note: Further explanation of the programmes and the latest governance structures are available from the WGLAM Transformation Managers.

There is a potential risk that Representatives may feel isolated or unaware of what is going on across the partnership that may affect the role that they are undertaking.

To provide a peer support function to Representatives, the Co-production Group co-ordinate a regular meeting of all the Representatives known as the People's Forum. This brings all of the Representatives together (including invited guests from partner organisations and the West Glamorgan Transformation Team) to:

- Build relationships between Representatives;
- Participate in group activities and events;
- Share personal stories and experiences;
- Share local, national and international news/developments;
- Update on progress of regional work;

22

The People's Forum is also an opportunity for people and carers to play a more active part in the regional parthership. This is an open and inclusive forum where anybody can attend to find out more about health and social care transformation across the region.

Co-production Group

The Co-production Group is Group is a resource of assets. The people, carers and professionals involved (including staff from the Health Board and Local Authorities) offer a variety of different skills, knowledge and experience. The group provides a collective voice that offers positive solutions to issues within existing and potential projects and services.

It is important to note that the membership of the Co-production Group is not just people and carers, it includes representation from **all** partners in WGRP. This is important because the essence of co-production is that all views are considered and treated equally so this principle is inherent within the group itself. The Chair of this group will be a Representative elected to undertake this role for an agreed period of time.

What We Do

- Raise the profile of co-production across West Glamorgan (which includes Swansea, Neath and Port Talbot).

- Provide mentoring support and guidance to anyone within the West Glamorgan area wanting to co-produce projects and services.

- Provide an opportunity for people (including carers) to get involved in co-production opportunities.

- Provide quality control within the designing, development and delivery of co-produced projects and services.

- Collectively flag potential areas that need attention and would benefit from a co-productive approach.

23

Further information is available in the **WGLAM Co-production Group Terms of Reference** document.

Support for Co-production

The work of the Co-production Group is supported by two **Co-production Development Officers**, one based in Swansea Council for Voluntary Services [SCVS] and one in Neath Port Talbot County Voluntary Council [NPTCVS]. Their role is to work collaboratively with Representatives to provide the support, advice and guidance that will enable the Co-production Group (and the People's Forum) to function effectively as part of the governance of the regional partnership. This includes providing direct support to Representatives such as access to equipment like laptop computers and co-ordinating meetings and events.

Fig. 8 – Representative Recruitment Poster

The **West Glamorgan Transformation Team** also provide support to the Co-production Group. Specific functions of the team – such as communications, finance and reporting – are extended to support the work of the co-production community across the regional partnership.

Much of co-production support such as training is also delivered co-productively. This makes it everyone's responsibility to promote and teach others about our co-production principles. There is also support for Representatives in the form of peer-to-peer mentoring and national networks such as Co-pro Wales.

Co-production Documents

To enable us to embed co-production and support Representatives to perform these important roles across our transformation programmes, as well as supporting partner organisations to work in a co-productive manner, we have a number of documents to help us make this happen:
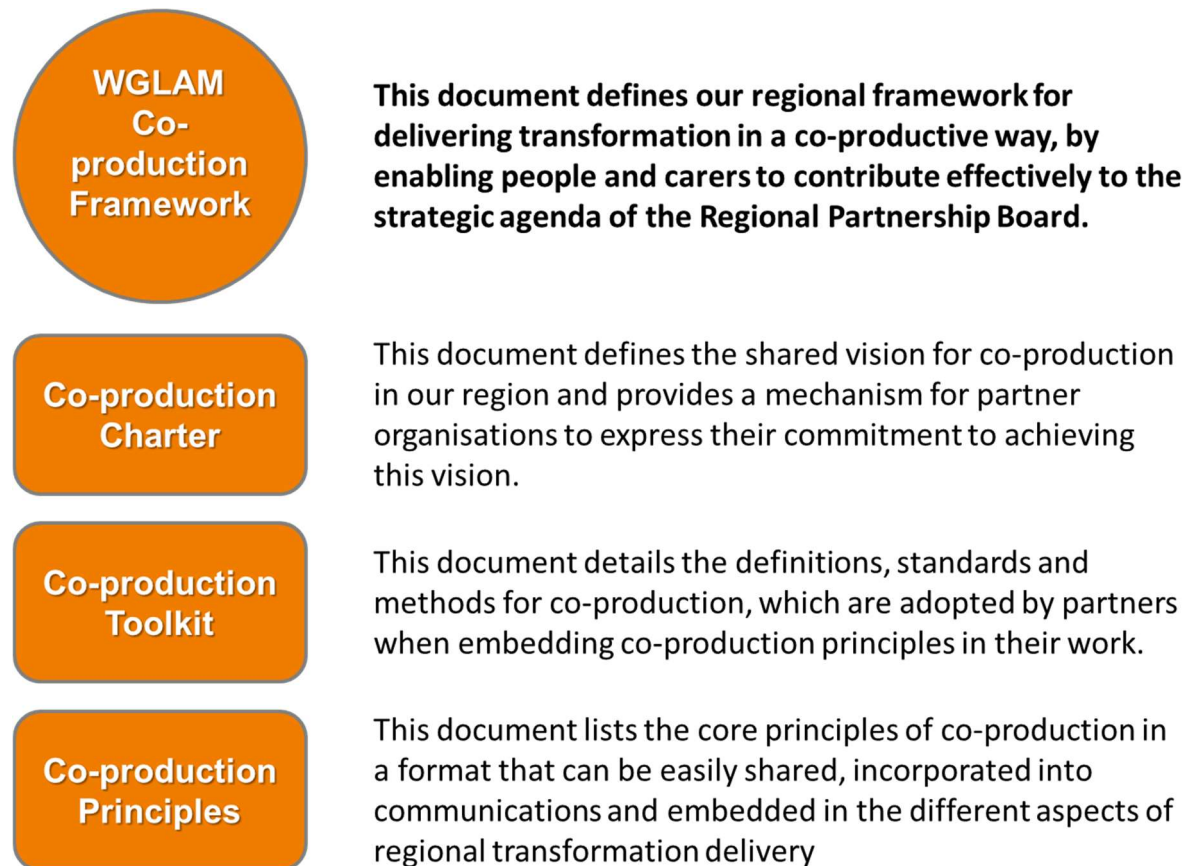

WGLAM Co-production Framework — This document defines our regional framework for delivering transformation in a co-productive way, by enabling people and carers to contribute effectively to the strategic agenda of the Regional Partnership Board.

Co-production Charter — This document defines the shared vision for co-production in our region and provides a mechanism for partner organisations to express their commitment to achieving this vision.

Co-production Toolkit — This document details the definitions, standards and methods for co-production, which are adopted by partners when embedding co-production principles in their work.

Co-production Principles — This document lists the core principles of co-production in a format that can be easily shared, incorporated into communications and embedded in the different aspects of regional transformation delivery

Fig. 9 – Key Co-production Documents

Other documents, templates and information will be made available to support the work of the Co-production Group and the Representatives (including information about the partnership itself).

Focused Approaches

Below are the more detailed approaches that we will use in delivering this framework; they are important parts of the overall approach and they ensure we remain consistent in the detail of our strategic methodology.

25

No.	Approach	Process
1	**Confirming commitment of partner organisations**	How to get partner organisations to sign the WGLAM Co-production Charter and agree the actions required to embed co-production principles across their business.
2	**Raising awareness of Co-production**	How to conduct awareness-raising activities across the West Glamorgan region to inform people and carers about the importance of co-production in health and social care.
3	**Recruiting new Representatives**	How to identify and recruit new Representatives from interested people, carers and CYP in West Glamorgan including undertaking induction activities.

An overview of each process is included in the **WGLAM Process Maps** document.

Monitoring & Reporting

As our regional work progresses and our maturity as a partnership with co-production at its core improves, we will continue to monitor and review our progress against this framework. To do this, we will:

- **WGRP Annual Review Report** – we will make contributions to the Annual Review about how co-production is being embedded and used across the partnership, with reference to important milestones in our Action Plan and contributions from Co-production Group members;

- **Highlight Report** – we will produce a Highlight Report to the Integrated Transformation Board to demonstrate our progress in delivery our actions and escalation of any co-production related issues;

- **Other Regional Reports** – where it is appropriate, Representatives may make contributions to specific regional reports and other reports on behalf of the regional partnership (for example, Annual Carers Partnership Report).

Open and easily accessible communications will allow us to report effectively what we have done including our successes and lessons learned. The regional partnership will use Microsoft Teams as the preferred platform for storing and sharing our reports, documents and dashboards.

Implementation

This framework introduces the concepts and functions we want to implement within the regional partnership, which will make co-production an important central element of our transformation agenda. Together, we all need to be innovative and empowered to deliver change at pace in order to achieve our collective ambitions for co-production in West Glamorgan. Implementing the framework will take time and effort from all parties and the Action Plan at Appendix A sets out our key activities to achieve our aims and outcomes stated within this document.

Appendices

A – Action Plan

Activity	Description	Owner	Deadline
Develop a Co-production Charter	To co-produce a charter which signifies the commitment of an regional partner to embedding the principles of co-production throughout its organisation	Co-production Group	October 2020
Undertake a Skills Audit of Representatives	To undertake an assessment of the skills, knowledge and capabilities of the individuals who undertake the role of Representative	Co-production Group	March 2021
Define Terms of Reference for the Co-production Group	To create, review and publish a Terms of Reference for the Co-production Group that establishes the structure, membership and controls for the group	Co-production Group	April 2020
Define Terms of Reference for the Citizens Forum	To create, review and publish a Terms of Reference for the Citizens Forum that establishes the structure, membership and controls for the group	Co-production Group	December 2020
Run a Recruitment Campaign for new Representatives	To conduct a public campaign to attract and recruit people to the role of Representative across the various boards, groups and activities of the regional partnership	Co-production Group	January 2021
Plan and deliver a Training Programme for Co-production	To create, schedule and deliver a programme of training activities that will result in increased awareness and application of co-production principles	Co-production Group	March 2021

Activity	Description	Owner	Deadline
Develop an Induction Pack for supporting new Representatives	To create, review and publish an Induction Pack which is used to onboard new individuals to the role of Representative	Co-production Group	November 2020
Collate sources of research, innovation and improvement relating to co-production	To identify, capture and share details about sources of co-production related research, innovation and improvement activities with the West Glamorgan RI&I Co-ordination Team and other stakeholders	West Glamorgan RI&I Team	October 2020
Launch the WGRP People's Forum	To formally launch the new People's Forum through promotion and awareness campaign activities	Co-production Group	January 2021
Launch the WGRP Co-production Framework	To formally launch the new Co-production Framework through promotion and awareness campaign activities	Co-production Group	February 2021

B – Glossary of Terms

ATB	Adults Transformation Board
CTB	Children & Young People (CYP) Transformation Board
ITB	Integrated Transformation Board
RPB	Regional Partnership Board
T&F	Task & Finish
UNRC	United Nations Convention in the Rights of the Child
WGRP	West Glamorgan Regional Partnership

Swansea Engagement Contacts Annex 2
Mapping Spreadsheet
20-10-22

ORGANISATION	ORGANISATION TYPE	AREA REPRESENTED	PROTECTED CHARACTERISTICS REPRESENTED (Mark all which apply with a 'X')										AREAS OF FOCUS — SPECIALISMS / AREAS OF INTEREST
			Age	Disability	Gender Re-assignment	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Marriage and Civil Partnership	Welsh Language	
Wales Race Forum	Public Body	Pan Wales					X						Race
WCVA	Third Sector	Pan Wales											Community,
All Wales Forum	Third Sector	Pan Wales		X									Disability
Swansea University	Third Sector	Regional -											HE
Royal College of Music and Drama	Third Sector	Pan Wales											HE, Music and Drama
Open University	Third Sector	Pan Wales											HE
Cyngor y Gweithlu Addysg / Education	Third Sector	Pan Wales											Independent regulator
Addysg Oedolion Cymru Adult Learning	Third Sector	Pan Wales											adult learning
Community Housing Cymru / Cartrefi	Third Sector	Pan Wales											Community housing
Assistive Technologies Innovation	Third Sector	Pan Wales	X	X									Age, Disability,
Y Lab /Nesta	Third Sector	Pan Wales											Innovation and
Wales Rural Network	Public Body	Pan Wales											Rural
Swansea Bay Health Board	Public Body	Regional -											Health Board
Advocacy West Wales	Public Body	Regional -		x									Disability, Health and
Public Health Network Cymru	Public Body	Pan Wales											Public Health Network
Digital Communities Wales	Public Body	Pan Wales											Digital Communities
SCVS Swansea Council for Voluntary	Third Sector	Local -											CVC County Voluntary
Wales Cooperative Centre	Third Sector	Pan Wales											Co-operatives
Chwarae Teg	Third Sector	Pan Wales							X				Sex, Gender equality,
Women's Equality Network Wales	Third Sector	Pan Wales							X				Sex, Gender equality,
Women's Institute for Wales	Third Sector	Pan Wales							X				Sex, Women
Merched Y Wawr (Daughters of the	Third Sector	Pan Wales							X			X	Sex, Women, Welsh
Welsh Women's Aid (WWA)	Third Sector	Pan Wales							X				Sex, Women, domestic
Race Alliance Wales	Third Sector	Pan Wales					X	X					Race, Religion or
BAWSO	Third Sector	Pan Wales					X		X				Race, Sex, BAME, Curr
African Community Centre	Third Sector	Pan Wales					X						Race, BAME
Displaced People in Action	Third Sector	Pan Wales					X	X					Race, Religion or
Wales: Nation of Sanctuary	Third Sector	Pan Wales					X						Race, BAME, refugees, Can
Diverse Cymru	Third Sector	Pan Wales	X	X	X	X	X	X	X	X	X	X	Race, Age, Disability,
Sub-sahara Advisory Panel	Third Sector	Pan Wales					X						Race, BAME,
Welsh Centre for International Affairs	Third Sector	Pan Wales					X						Race, BAME,
Race Equality First	Third Sector	Pan Wales					X						Race, Age, Disability,

Swansea Engagement Contacts
Mapping Spreadsheet
20-10-22

ORGANISATION	ORGANISATION TYPE	AREA REPRESENTED	PROTECTED CHARACTERISTICS REPRESENTED *(Mark all which apply with a 'X')*										AREAS OF FOCUS SPECIALISMS / AREAS OF INTEREST
			Age	Disability	Gender Re-assignment	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Marriage and Civil Partnership	Welsh Language	
Ethnic Minority Women Wales	Third Sector	Pan Wales					X		X				Race, Sex, BAME,
Travelling Ahead	Third Sector	Pan Wales					X						Race, BAME, Traveling
Gypsy Travellers Wales	Third Sector	Pan Wales					X						Race, BAME, Traveling
Welsh Refugee Council (WRC)	Third Sector	Pan Wales					X						Race, BAME,
Race Council Cymru	Third Sector	Pan Wales					X						Race, BAME
CWVYS	Third Sector	Pan Wales	X										Age, Young people
Pro-Mo Cymru	Third Sector	Pan Wales	X										Age, Young people
Youth Cymru	Third Sector	Pan Wales	X										Age, Young people
Children in Wales	Third Sector	Pan Wales	X										Age, Children and
Action for Children	Third Sector	Pan Wales	X										Age, Children and
Barnardo's Cymru	Third Sector	Pan Wales	X										Age, Children and
NSPCC Wales	Third Sector	Pan Wales	X										Age, Children and
Prince's Trust Cymru	Third Sector	Pan Wales	X										Age, Children and Young People
Save the Children Wales	Third Sector	Pan Wales	X										Age, Children and
Tros Gynnal Plant	Third Sector	Pan Wales	X				X						Age, Race, Children
Whizz Kids	Third Sector	Pan Wales	X	X									Age, Disability,
WLGA - Welsh Local Government Association	Third Sector	Pan Wales	X										Age, Children and
Supporting Service Children in Education	Public Body	Pan Wales	X										Age, Children and
Age Cymru	Third Sector	Pan Wales	X										Age, Older People
University of the Third Age - Wales	Third Sector	Pan Wales	X										Age, Older People,
Age Alliance Wales	Third Sector	Pan Wales	X										Age, Older People
Centre for Ageing and Dementia	Third Sector	Pan Wales	X	X									Age, Disability, Older
Barcud	Third Sector	Regional - Mid Wales											Housing Association
Family Housing Association Wales	Private Sector	Pan Wales											Housing Association
Tai Wales and West	Third Sector	Regional - South West											Housing
Adferiad Recovery	Third Sector	Pan Wales		X									Disability, Mental
Mind Cymru	Third Sector	Pan Wales											Disability, Mental
Royal National Institute for Deaf People (RNID)	Third Sector	Pan Wales		X									Disability, Hearing Loss
All Wales People First	Third Sector	Pan Wales		X									Disability, Learning
Cartrefi Cymru	Third Sector	Pan Wales		X									Disability, Learning
Contact Cymru	Third Sector	Pan Wales	X	X									Age, Disability,

Swansea Engagement Contacts

Mapping Spreadsheet

20-10-22

ORGANISATION	ORGANISATION TYPE	AREA REPRESENTED	PROTECTED CHARACTERISTICS REPRESENTED (Mark all which apply with a 'X')										AREAS OF FOCUS — SPECIALISMS / AREAS OF INTEREST
			Age	Disability	Gender Re-assignment	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Marriage and Civil Partnership	Welsh Language	
Disability Arts Cymru	Third Sector	Pan Wales		X									Disability, Arts
Disability Sport Wales (DSA)	Third Sector	Pan Wales		X									Disability, Sports
Guide Dogs Cymru	Third Sector	Pan Wales		X									Disability, Guide Dogs,
Leonard Cheshire	Third Sector	Pan Wales		X									Disability, Advocacy
Multiple Sclerosis (MS) Society Wales	Third Sector	Pan Wales		X									Disability
National Autustic Society Cymru	Third Sector	Pan Wales		X									Disability, Autism
Nationwide Access Consultants Limited	Private Sector	Pan Wales		X									Disability, Accessibility
SCOPE Cymru	Third Sector	Pan Wales		X									Disability
Wales Council for Deaf People	Third Sector	Pan Wales		X									Disability, Hearing Loss
Wales Council for the Blind (WCB)	Third Sector	Pan Wales		X									Disability, Blindness
Autism Spectrum Connections Cymru	Third Sector	Pan Wales		X									Disability, Autism,
Carers Wales	Third Sector	Pan Wales		X									Disability, Carers
Carers Trust	Third Sector	Pan Wales		X									Disability, Carers
Bi Cymru	Third Sector	Pan Wales								X			Sexual Orientation,
Tawe Butterflies	Third Sector	Pan Wales			X					X			Gender Re-
Glitter Cymru	Third Sector	Regional -					X			X			Race, Sexual
Umbrella Cymru	Third Sector	Pan Wales								X			Sexual Orientation,
LGBT Cymru	Third Sector	Pan Wales								X			Sexual Orientation,
Stonewall Cymru	Third Sector	Pan Wales			X					X			Sexual Orientation,
Culture, Welsh Language and	Public Body	Pan Wales										X	Welsh Language
Welsh Language Service	Public Body	Pan Wales										X	Welsh Language -
Mudiad Meithrin	Third Sector	Pan Wales	X									X	Age, Welsh Language,
Menter A Busnes	Third Sector	Pan Wales										X	Welsh Language,
Urdd	Third Sector	Pan Wales										X	Welsh Language,
Mentrau Iaith	Third Sector	Pan Wales										X	Welsh Language, Develop Welsh Language
The Welsh Centre for Language	Third Sector	Pan Wales										X	Welsh Language,
Arfor	Public Body	Pan Wales										X	Welsh Language,
Cymdeithas yr Iaith	Third Sector	Pan Wales										X	Welsh Language,
Citizens Cymru	Third Sector	Pan Wales					X	X					Race, Religion or
Cytun	Third Sector	Pan Wales						X					Religion or Belief
Interfaith Council for Wales	Third Sector	Pan Wales						X					Religion or Belief,

Swansea Engagement Contacts

Mapping Spreadsheet

20-10-22

ORGANISATION	ORGANISATION TYPE	AREA REPRESENTED	PROTECTED CHARACTERISTICS REPRESENTED (Mark all which apply with a 'X')										AREAS OF FOCUS SPECIALISMS / AREAS OF INTEREST
			Age	Disability	Gender Re-assignment	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Marriage and Civil Partnership	Welsh Language	
Muslim Council of Wales	Third Sector	Pan Wales						X					Religion or Belief, national
One Voice Wales (town & community	Other	Pan Wales											national
Llamau	Third Sector	Pan Wales	X						X				Age, Sex, Homelessness,
Cymorth Cymru	Third Sector	Pan Wales											Homelessness,
Citizen's Advice Cymru	Third Sector	Pan Wales											Homelessness,
Arts Council for Wales	Third Sector	Pan Wales											Arts
Future Generations Wales Commission	Public Body	Pan Wales											Commissioner
Children's Comissioner for Wales	Public Body	Pan Wales	X										Age, Commissioner
Older People's Commissioner for Wales	Public Body	Pan Wales	X										Age, Commissioner
Comisiynydd y Gymraeg / Welsh	Public Body	Pan Wales										X	Welsh Language,
Swansea Bay Asylum Seeker Support (SBASS)	Third Sector	Local -					X	X					Race, Religion or Belief,
Parent Carer Network	Public Body	Local -	x	x									Age, Disability, Young
youth education centre		Other	X										Age, Young People
The Environment Centre	Third Sector	Local -											Environment
Welsh Centre for Learning Disabilities	Third Sector	Pan Wales		x									Disability, Research,
Aneurin Bevan University Health Board	Public Body	Regional -											Health Board
The National Library of Wales	Public Body	Pan Wales											Education
Hafan Cymru	Third Sector	Pan Wales	x	x					x				Age, Disability, Sex,
Sport Wales	Public Body	Pan Wales											Sport
Chambers Wales	Private Sector	Pan Wales											Business development
The Federation of Small Businesses	Private Sector	Pan Wales											Business development
Hwb Cymru	Private Sector	Pan Wales											Education
Girlguiding Cymru	Third Sector	Pan Wales	x						x				Age, Sex, Peer Education
Scouts Cymru	Third Sector	Pan Wales	x										Age, Peer Education,
National Youth Advocacy Service (NYAS)	Third Sector	Pan Wales	x										Age, Advocacy for
Talking Hands	Third Sector	Pan Wales	x	x									Age, Disability, Youth
Voices from Care Cymru	Third Sector	Pan Wales	x										Age, Voices of the care
National Museum Wales	Public Body	Pan Wales											Cultural and natural
Community Health Councils Wales	Public Body	Pan Wales											Health care
WLGA - Wales Strategic Migration	Public Body	Pan Wales					x						Race, Social Services,
Clearsprings	Private Sector	Pan Wales					X						Race, Housing, asylum
Chinese in Wales Association	Third Sector	Pan Wales					x						Race, Chinese

Swansea Engagement Contacts

Mapping Spreadsheet

20-10-22

Page 44

ORGANISATION	ORGANISATION TYPE	AREA REPRESENTED	PROTECTED CHARACTERISTICS REPRESENTED *(Mark all which apply with a 'X')*										AREAS OF FOCUS SPECIALISMS / AREAS OF INTEREST
			Age	Disability	Gender Re-assignment	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Marriage and Civil Partnership	Welsh Language	
Colleges Wales	Third Sector	Pan Wales											FE
Wales Arts Health and Well-being	Third Sector	Pan Wales											Arts, Health
Dwr Cymru Welsh Water	Third Sector	Pan Wales											Customer / public
Transport for Wales	Public Body	Pan Wales											Transport
Equality and Human Rights Commission	Public Body	Pan Wales											Human Rights
Tai Pawb	Third Sector	Pan Wales											Housing equality, social
Electoral Reform Society Cymru	Third Sector	Pan Wales											Democracy, elections
Pride Cymru	Third Sector	Pan Wales			X					X			sex, gender
NCT	Third Sector	Pan Wales				X							Maternity care,
Llais y Goedwig	Third Sector	Pan Wales											Community, Woodland,
Welsh ICE	Private Sector	Regional - South East											Start up businesses in
Community Energy Wales	Third Sector	Pan Wales											Community,
Sustainable Wales		Pan Wales											Community-based
Groundwork	Third Sector	Pan Wales	x										Environment,
Shelter Cymru	Third Sector	Pan Wales											Homelessness,
The Wallich	Third Sector	Pan Wales											Homelessness,
Ethnic Minorities and Youth Support	Third Sector	Pan Wales	X				X	X	X				Age, Race, Religion or
Learning Disability Wales	Third Sector	Pan Wales		X									Disability, Learning
Citizens Advice Cymru	Third Sector	Pan Wales		x			x				x		Housing, Benefits,
Disability Wales	Third Sector	Pan Wales		X									Disability, Learning
BITC - Business in the Community	Third Sector	Pan Wales	x										Business, Community,
DTA Wales - Development Trusts	Third Sector	Pan Wales											Community
Swansea Waste Forum	Public Body	Local - Swansea											Environment
Local Access Forum	Public Body	Local - Swansea											countryside access and rights of way
Swansea Disability Forum	Third Sector	Local -		x									disabled people,
Swansea Parent Carer Forum	Third Sector	Local -											parent carers
Swansea Volunteering Forum	Third Sector	Local -											volunteering
Regional health social care and	Public Body	Local -											Health, Social Care
Swansea Mental Health Forum	Third Sector	Local -		x									Mental Health
West Glamorgan Citizen Forum and Coproduction Group	Public Body	Local - Swansea											Co-production

Swansea Engagement Contacts

Mapping Spreadsheet

20-10-22

ORGANISATION	ORGANISATION TYPE	AREA REPRESENTED	PROTECTED CHARACTERISTICS REPRESENTED *(Mark all which apply with a 'X')*										AREAS OF FOCUS SPECIALISMS / AREAS OF INTEREST
			Age	Disability	Gender Re-assignment	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Marriage and Civil Partnership	Welsh Language	
West Glamorgan Regional Partnership	Public Body	Local -											social value
Swansea Environmental Forum	Third Sector	Local -											Environment
Swansea Tree Forum	Third Sector	Local -											Trees, environment
Swansea landlords forum	Public Body	Local -											landlords
Swansea Carers Centre	Third Sector	Local -											Carers
Family & Friends of Prisoners	Third Sector	Local -											Secure estate
MIND Swansea	Third Sector	Local -		x									Mental health
Swansea Centre for Deaf People	Public Body	Local -		x									Deafness
Ystradgynlais Volunteer Centre	Public Body	Local -											Volunteering
Swansea Poverty Truth Commission	Third Sector	Local -											Poverty
Your Voice Advocacy	Third Sector	Local -		x									Learning difficulties
Swansea Carers Centre	Third Sector	Local -	x	x									Carers
Kids in Museums	Third Sector	Pan Wales	x										Young People,
Care and Repair Swansea & NPT	Third Sector	Local -											Environment

Appendix A - Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?
Service Area: Strategic Delivery Unit
Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- ☒ New and revised policies, practices or procedures
- ☐ Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- ☐ Efficiency or saving proposals
- ☐ Setting budget allocations for new financial year and strategic financial planning
- ☐ New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- ☐ Large Scale Public Events
- ☐ Local implementation of National Strategy/Plans/Legislation
- ☐ Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- ☐ Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- ☐ Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- ☐ Major procurement and commissioning decisions
- ☐ Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- ☐ Other

(b)   Please name and fully <u>describe</u> initiative here:

A Swansea Council Coproduction Policy is at an early stage of development informed by work on the Economic Recovery Fund initiated Swansea Council Coproduction and Involvement Project informed by the external expertise of Coproduction Lab Wales. An outcome of this work will be the development of a policy which will guide staff how they can use existing resources and toolkits to be developed as part of the project to extend the appropriate and effective use of coproduction in relation to services.

Q2   What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact +	High Impact -	Medium Impact +	Medium Impact -	Low Impact +	Low Impact -	Needs further Investigation	No Impact
Children/young people (0-18)	☐	☐	☒	☐	☐	☐	☐	☐
Older people (50+)	☐	☐	☒	☐	☐	☐	☐	☐
Any other age group	☐	☐	☒	☐	☐	☐	☐	☐
Future Generations (yet to be born)	☐	☐	☒	☐	☐	☐	☐	☐
Disability	☐	☐	☒	☐	☐	☐	☐	☐
Race (including refugees)	☐	☐	☒	☐	☐	☐	☐	☐
Asylum seekers	☐	☐	☒	☐	☐	☐	☐	☐
Gypsies & travellers	☐	☐	☒	☐	☐	☐	☐	☐
Religion or (non-)belief	☐	☐	☒	☐	☐	☐	☐	☐
Sex	☐	☐	☒	☐	☐	☐	☐	☐
Sexual Orientation	☐	☐	☒	☐	☐	☐	☐	☐
Gender reassignment	☐	☐	☒	☐	☐	☐	☐	☐
Welsh Language	☐	☐	☒	☐	☐	☐	☐	☐
Poverty/social exclusion	☐	☐	☒	☐	☐	☐	☐	☐

1

Appendix A - Integrated Impact Assessment Screening Form

Carers (inc. young carers)	☐ ☐	☒ ☐	☐ ☐	☐	☐
Community cohesion	☐ ☐	☒ ☐	☐ ☐	☐	☐
Marriage & civil partnership	☐ ☐	☒ ☐	☐ ☐	☐	☐
Pregnancy and maternity	☐ ☐	☒ ☐	☐ ☐	☐	☐
Human Rights	☐ ☐	☒ ☐	☐ ☐	☐	☐

A Swansea Council Coproduction Policy once developed will have positive impacts on all protected characteristics and groups as it will extend the ability of all individuals representing the diversity of our community to feed into the development of services that impact them or in which they have an interest. This will then help will improve services for everybody using them in future including people described in the groups identified above.

Q3   What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement

A Swansea Council Coproduction Policy is at the earliest stage of development informed by work undertaken on the Swansea Council Coproduction and Involvement Project by Co Pro Lab Wales. To date this includes initial engagement with officers and staff and partners. As the scope and issues to be covered in the policy are defined, formal involvement with all stakeholders and the wider community will take place.

Q4   Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

a) **Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?**
    Yes ☒   No ☐

b) **Does the initiative consider maximising contribution to each of the seven national well-being goals?**
    Yes ☒   No ☐

c) **Does the initiative apply each of the five ways of working?**
    Yes ☒   No ☐

d) **Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?**
    Yes ☒   No ☐

This Policy advances the Well-being of Future Generations Commissioner's vision for involvement in public services and ensures we involve people that reflect the diversity of our community in matters that impact them.

Q5   What is the potential risk of the initiative? *(Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc…)*

High risk	**Medium risk**	**Low risk**
☐	☒	☐

Q6   Will this initiative have an impact (however minor) on any other Council service?

   ☒ Yes   ☐ No   **If yes, please provide details below**

Appendix A - Integrated Impact Assessment Screening Form

Once developed this policy will guide all corporate activity in relation to coproduction. However, the policy is currently at the earliest stage of development.

Q7   Will this initiative result in any changes needed to the external or internal website?

☒ **Yes**   ☐ **No**   **If yes, please provide details below**

A webpage will be developed as part of the ongoing Swansea Council Coproduction and Involvement Project. This will host the Policy once developed and toolkits and resources to assist with its implementation.

Q8   What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?
(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

The cumulative impact of this proposal will be positive on people and communities. It will enable more people from all backgrounds to get involved with coproducing Council services where appropriate.

Outcome of Screening

Q9   Please describe the outcome of your screening using the headings below:
- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

A Swansea Council Coproduction Policy once developed will have positive impacts on all protected characteristics and groups as it will extend the ability of all individuals representing the diversity of our community to feed into the development of services that impact them or in which they have an interest. This will then help will improve services for everybody using them in future including people described in the groups identified above.

A Swansea Council Coproduction Policy is at the earliest stage of development informed by work undertaken on the Swansea Council Coproduction and Involvement Project by Co Pro Lab Wales. To date this includes initial engagement with officers and staff and partners. As the scope and issues to be covered in the policy are defined, formal involvement with all stakeholders and the wider community will take place.

This Policy advances the Well-being of Future Generations vision for involvement in public services and ensures we involve people that reflect the diversity of our community in matters that impact them.

The Policy advances the Well-being of Future Generations Commissioner's vision for involvement in public services and ensures we involve people that reflect the diversity of our community in matters that impact them.

Appendix A - Integrated Impact Assessment Screening Form

The cumulative impact of this proposal will be positive on people and communities. It will enable more people from all backgrounds to get involved with coproducing Council services where appropriate.

(NB: This summary paragraph should be used in the **'Integrated Assessment Implications'** section of corporate report)

☐ **Full IIA to be completed**

☒ **Do not complete IIA – please ensure you have provided the relevant information above to support this outcome**

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Suzy Richards
Job title: Sustainable Policy Officer
Date: 20 February 2023
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications and Marketing
Date: 20 February 2023

Please return the completed form to <u>accesstoservices@swansea.gov.uk</u>

Report of the Chair

**Organisational Transformation Corporate Delivery Committee –
28 February 2023**

Work Plan 2022-2023

Date of meeting	Agenda items and Format
28 June 2022	• Work Plan Discussion.
26 July 2022	• Work Programme 2022-2023.
27 September 2022	• Transformation.
25 October 2022	• Reward an & Recognition of Staff.
22 November 2022	• Agile Working.
20 December 2022	• Recruitment & Selection.
24 January 2023	• Transformation.
28 February 2023	• Coproduction.
28 March 2023	• Lighting Policy.
25 April 2023	•
To be Scheduled	• Customer Contact Strategy (to be scheduled in 2023-2024 Municipal Year). • Swansea as the first Human Rights City.